

CHAPTER OVERVIEW

This chapter describes the necessary activities when an out-of-home placement of a child is imminent or is needed immediately.

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7.1 Activities in the First 24 to 72 Hours

Upon the removal of a child from his/her home, concurrent planning should occur; information about the absent parent(s) location and a list of potential kinship providers, should be obtained from the parents/or caregivers at the 24 hour meeting when possible. This list and efforts to locate the identified kin is also to be documented in the narrative section of the case record and on the CS-1.

Prior to the 72-hour Team meeting, the family Children's Service Worker and the family shall continue the assessment using the CS-16 packet. The assessment process shall be geared toward meeting the needs of the family at that point in time. The purpose of this assessment is to determine what tasks must be accomplished for the child to return home safely and whether those tasks can be completed, allowing the Division to

recommend that the child go home at the 72-hour staffing. Ideally this process will occur with the parent and child together, but in some situations this may not be possible/appropriate due to safety needs of the child. Where appropriate, the placement provider may also be involved in the process.

7.1.1 Working with the Family

A. In preparation for the 72-hour Team meeting, the family Children Service Worker and family will begin the CS-16 family assessment and shall explore as much information as possible regarding the following:

1. The family's continually evolving understanding of the reasons for their child's placement and what they see as ways to resolve problems that contributed to their child's out-of-home placement.
2. Whereabouts of any absent parent and past involvement with the child. What concerns would the parent have if the absent parent was located and placement was sought with him/her?
3. The family's concerns regarding special medical, physical, social, legal, educational, vocational, emotional, racial/ethnic/cultural or other issues. Financial concerns might require a referral to Emergency Assistance Services or Families Together.

Related Subject: Section 3, Chapter 5, Attachment B, Emergency Assistance Services; and Chapter 6, of this section, Attachment D, Families Together Program.
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- a) Past solutions/treatment which the family has identified/obtained to address concerns; what did or did not help, and why.
- b) Signed SS-6 "Release of Information" from family members to obtain information regarding past and current treatment.
- c) Additional resources/treatment to further address concerns.
4. Natural family helpers/advocates, i.e., friends, neighbors, kinships, clergy, etc. who may be available to assist the family in resolving the issues that led to placement. The family and/or family Children's Service Worker should invite this advocate to attend the 72-hour Family Support Team meeting where the advocate's role will be further defined. If none, assist family in obtaining an advocate/support group for the family.

7.1.2 Family Children's Service Worker's Observations/Concerns

The family Children's Service Worker shall document observations and concerns about family interaction, safety of family members, internal resources and investment in treatment process.

Related Subject: Section 2, Chapter 5, and Assessment.
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7.1.3 Physical Conditions of the Home

The family Children's Service Worker shall observe the physical conditions of the home to determine what has been or needs to be corrected before a recommendation can be made for the child to return home. The family worker must be sensitive to their own personal standards and how those standards influence their evaluation of the conditions of the home. Also, the family worker should carefully assess whether the condition of the home contributed to the child's removal, seriously jeopardized the safety and well-being of the child, and merits continued out-of-home placement. The condition of the home is a serious consideration as in the following circumstances:

- a) Neglect, i.e., restoring utilities, or eliminating health hazards within the home, repairing unsafe physical structure, which may jeopardize the child's health and safety if left unattended.
- b) Sexual abuse, i.e., installing appropriate doors and locks on bathrooms and bedrooms to protect personal boundaries.
- c) Lack of supervision, i.e., proper storage of chemicals, drugs, and weapons, installing appropriate doors and locks to prevent injury to the child.

The physical condition of the home should be evaluated in conjunction with other risk factors, not in isolation, when evaluating whether a child may safely return home.

7.1.4 Gathering Information from Other Resources

The family Children's Service Worker shall begin the process of gathering information from other persons involved with the family, such as the Children's Division (CD) investigator, treatment providers, probation officers, other family members, natural family helpers/advocates, regarding special medical, physical, , legal, educational, vocational, or emotional concerns. Ask the family (parent and child) to identify those people who know them best. This information gathering process shall include CA/N and criminal checks.

7.1.5 Contact with the Child/Placement Provider

The family Children's Service Worker shall talk individually and jointly with the child and the placement provider, at the placement, the next day following placement. The purpose of this contact is to assess:

1. The child's reaction to separation from his family;
2. The child's perception/understanding of the problem and what he would like to see happen;
3. The child's adjustment to placement;
4. The placement provider's perception of the child's adjustment to placement;
5. The family Children's Service Worker's observation of the child's adjustment to placement.

7.1.6 Implementation/Initiation of Immediate Services

The family Children's Service Worker shall initiate services to address any immediate needs identified by parents, child and/or placement provider.

7.2 Family Support Team Meeting

CD shall arrange for an initial family support team meeting with 24 hours following the protective custody hearing. Additional team meetings shall be held prior to taking any action relating to the placement of a child in state custody. When the welfare of the child requires an immediate or emergency placement or change of placement, CD may make a temporary placement. CD shall schedule a family support team meeting within 72 hours of the temporary placement.

This meeting is a mechanism for acquainting team members with the circumstances which contributed to the out-of-home placement. Also, this meeting facilitates early identification and response to the family's strengths and needs. The Family Support Team will determine if the child (ren) can be reunited immediately with his parents or if continued out-of-home care is warranted and develop an appropriate preliminary treatment plan. If the recommendation is for the child(ren) to remain in custody, the social service worker will involve the Family Support Team in identifying those extended family members (as well as unrelated persons) who may have had an ongoing, significant relationship with the child to determine potential placement resources for the child (ren).

All information provided at meetings or administrative hearings regarding removal of a child is confidential except:

- A parent or a party may waive confidentiality for himself or herself

- Any parent has the absolute right to audio or videotape such meeting to the extent allowed by the law.
- No parent or party shall be required to sign a confidentiality agreement before testifying or providing information at such meeting or hearing.
- Any person, other than a parent or party, who doesn't agree to maintain confidentiality may be excluded from any portion of the meeting during which he/she is not testifying or providing information.

The CD is responsible for developing a form (CS-1) to be used at the conclusion of any meeting held in relation to a child placed in the custody of the state.

Related Subject: Chapter 9.2, of this section, Administrative Review Process.

7.2.1 Composition of the Family Support Team

Individuals who must be invited to family support team meetings include: parents, legal counsel for the parents, foster parents, the legal guardian for the child, the GAL, and the CASA shall be provided notice of the meeting. Upon appointment by the court to a case, the GAL is to be informed of and have the right to attend any and all FSTM involving the child. Family members, (other than alleged perpetrator), or other community formal or informal service providers may be invited at the discretion of the family. The parents, the legal counsel for them and the foster parents may request that other individuals, other than alleged perpetrators, be permitted to attend such meetings. Once a person is provided notice of a meeting, the CD or the conveyor of the meeting shall provide notice of subsequent meetings.

Families may determine whether individuals invited at their discretion shall continue to be invited

The family Children's Service Worker shall ensure that accommodations are made for special needs of Family Support Team members (i.e., English as second language/sign language interpreters, accessibility for physical disability or handicap).

7.2.2 Team Meetings

The family Children's Service Worker serves as facilitator for team meetings. As facilitator, the family worker should:

1. Introduce team members and their individual role and responsibility and why they are members of the team.
2. Clarify the purpose of the meeting - permanency for the child.
Determination of what needs to be accomplished before the child can return home.

3. Present the ground rules. The meeting is informal with everyone having equal voice and opportunity to voice their views and:
 - a) No idea is a bad idea.
 - b) Ideas should not be judged.
 - c) Team should consider needs not pathology.
 - d) Should consider all possibilities not just traditional services known to be available.
 - e) Ideas should be driven by goals, not limited by available resources.
4. Present the family's strengths. Not all of the team members will be as knowledgeable about the family as the family Children's Service Worker.
5. Normalize behavior. Help the team to think about what all families need in each of life's domains, i.e., safety, behavioral/psychiatric, home/residence, education, social/recreational, spiritual, medical, legal, and financial and advocacy.
6. Identify needs. The family Children's Service Worker will need to use skill in translating problems as needs for some team members.
7. Prioritize needs. Begin with the most critical needs. It is important that the parent agrees with the priority of an identified need.
8. Develop the plan. The family Children's Service Worker should check often with the family and other team members to assure they are invested in the plan.

7.2.3 Meeting Agenda

1. At the beginning of each Family Support Team Meeting the Children's Division state: *"All information provided in this meeting is confidential. Any one not agreeing to keep information disclosed confidential can be asked to leave the meeting for any portion in which he/she is not testifying."* Documentation of those in agreement or disagreement should be included in the CS-1.

2. Review issues precipitating out-of-home care, specifics of child abuse/neglect allegations and what actions the agency and family members have taken up to this point.
3. Determine if a recommendation can be made for the child to go home and what specific services are needed to reunify the family. If a recommendation for immediate reunification is to be made at this time, develop a written service agreement/treatment plan including specific tasks for family and treatment provider, time lines for expected completion and review dates. The task should be germane to issues resulting in out-of-home placement. The team should be sensitive to the parent's schedule and responsibilities when assigning those tasks. The family Children's Service Worker shall present the recommendations at the protective custody/detention hearing or obtain approval from the court for the child to return home according to local procedures.
4. Determine the reasons a recommendation cannot be made for the child to go home at this time and what further assessments and evaluations are needed before reunification could be recommended.
5. Review documents furnished by the parents who shall include child's birth certificate, Social Security card, immunization record, health and development assessment, and parent's financial statement. Copies will be provided to team members as appropriate.
6. Determine current treatment needs of individual family members and the family as a unit, and incorporate them into the treatment plan.
7. Determine if current placement provider can continue to meet the child's needs or if additional services are needed to maintain the placement. Develop an alternate placement plan giving particular attention to non-custodial parent and kinship resources. Assessment of non-custodial parent/kinship and kin resources should be ongoing.
8. Develop written plan for visitation and contact which shall address involvement of siblings, kin, significant others, frequency, duration, and location of visits. Additionally, written clarification shall be made regarding other contact the parent may have with the child (ren). This may include, but is not limited to, telephone contact and written correspondence. If the court has denied visitation, the treatment plan shall address what needs to occur prior to a recommendation to allow visitation.

Related Subject: Attachment A, of this chapter, Visitation.

9. Schedule the date and time for the 30-day Family Support Team meeting (This meeting meets the statutory requirements for the professional evaluation meeting).

7.3 Thirty Day Treatment Activities

The preliminary treatment plan developed by the Family Support Team during the 72-hour meeting establishes the foundation for the initial 30-day treatment period. The initial 30 days is critical to timely family reunification and selection of the most appropriate placement provider. The family Children's Service Worker will have frequent contacts with the parent(s), child, and placement provider to complete the family/child assessment and provide needed support and resources. Other 30-day treatment activities include:

- A. Team members work on tasks established in treatment plan.
- B. The family Children's Service Worker continually assesses team member's progress towards plan implementation and makes any necessary modifications. The family worker is particularly sensitive to the family's life style and time limitations and develops a flexible plan so as not to overwhelm the family.

7.3.1 Meeting/Working with the Family

The Family Children's Service Worker shall meet in the parents' home a minimum of one time per week during these 30 days. During these scheduled times together, the following issues should be observed and/or addressed:

- a) Familial interaction and communication styles;
- b) Basic standards for environmental health and safety;
- c) Family background information;
- d) Resources needed in areas of budgeting, family planning, behavior management as requested by the family or directly related to child's out-of-home placement;
- e) Progress in treatment plan;
- f) Family's perception of treatment and of out-of-home care providers.

7.3.2 Meeting/Working with the Child

The family Children's Service Worker shall meet, face-to-face, once every two (2) weeks with the child, not including supervised visitation with siblings or other

family members. Ideally, visits should ideally take place in either a neutral setting or in the out-of-home care placement.

To build a trusting relationship during this time, it is important to allow the child to proceed at a rate that is comfortable for him/her in sharing personal reflections and bringing up issues. The family Children's Service Worker addresses, as appropriate, the following issues with the child:

- a) Child's perception of family needs;
- b) Child's feelings of guilt or blame for events which occurred or caused separation from family;
- c) Child's loss and grief issues;
- d) Child's perception of familial and individual strengths;
- e) Child's desires for future placement;
- f) Child's adjustment to current placement;
- g) Child's participation in and feelings toward treatment;
- h) How child's perception may differ from actual events.

With very young and/or non-verbal children, the family Children's Service Worker should use this time to interact with and observe the child to determine if the child is progressing developmentally and receiving appropriate care.

7.3.3 Visitation

Visitation should never be used as a reward or punishment. Continued contact between the child and his family is essential to maintaining and strengthening family bonds.

If the permanency plan is for reunification, parent/child/sibling visits shall occur weekly unless circumstances dictate otherwise.

The family Children's Service Worker shall ensure that the visitation plan is implemented.

This should involve contact with the placement provider, treatment resources, kinship or other party responsible for supervising visitation.

The person supervising visitation shall complete a Parent/Child/Sibling Visitation Plan and submit to the family Children's Service Worker within three (3) days of the visit.

The parent and child (if age appropriate) shall be provided with a Visitation Reaction Form and are to submit it to the family Children's Service Worker within three (3) days of the visit. (Provisions will be made for the parent/child to have stamped envelopes to return their forms to the family worker.)

Visitation forms provide the family worker with immediate feedback and can be used to assess parent/child relationship or to revise visitation plans.

7.3.4 Meeting/Working with the Placement Provider

The family Children's Service Worker shall meet with the placement provider every two (2) weeks in the placement home/facility. These meetings may occur at the same time the family worker meets with the child. However, the child and placement provider should be seen individually and together.

A. The family Children's Service Worker and placement provider will discuss:

1. The child's adjustment;
2. The child's reaction to visits;
3. The child's behavioral and emotional problems;
4. The child's loss and grief issues;
5. Parent's progress in resolving identified issues and concerns;
6. Placement provider's adjustment to the child's placement;
7. Additional services necessary to maintain the placement.

B. The family Children's Service Worker shall observe the physical and emotional environment of the placement to assess whether it continues to meet the child's needs.

7.3.5 Contact with Treatment Providers

The family Children's Service Worker shall contact treatment providers to determine the family's responsiveness to treatment issues. The family worker and treatment provider will discuss:

- a) Family's attendance at sessions;

- b) Family's level of participation in treatment;
- c) Specific issues which are being addressed and how;
- d) Family's loss and grief issues;
- e) Whether family is currently or likely to benefit from the current treatment methodology or is another approach needed;
- f) How the provider measures outcomes of treatment;
- g) Other services needed;
- h) Timetable for resolution of identified issues and concerns;
- i) Recommendations regarding return home of the child, changes in visitation plan, and continuation of treatment.

7.3.6 Completion of Professional Assessment

The family Children's Service Worker shall complete a professional assessment of the 30-day treatment process using the CS-16 and CS-1.

This will be based upon information gathered during the family worker's contacts with parents, child, placement providers, and treatment providers during the 30-day treatment process.

Upon completion of the CS-16 and CS-1, the family worker, in consultation with the supervisor, will prepare an agency recommendation to be presented at the 30-day Family Support Team meeting.

7.3.7 Administrative Activities

The family Children's Service Worker shall complete necessary administrative activities, as follows, per local office procedures:

1. Set up or update case record;
2. Complete EAS-1 (Emergency Assistance Form);
3. Apply for Social Security number;
4. Obtain copy of birth certificate;

5. Refer child to eligibility specialist via CS-IV-E/FFP1 - attaching court order, petition, revised financial statement, and revised health and developmental assessment forms. The eligibility specialist will be responsible for the following activities:
 - a) Determine IV-E, FFP, and HDN eligibility;
 - b) Refer parent to DCSE;
 - c) Apply for or change payee for SSI, SSA, VA or other benefits;
 - d) Complete TPL-1 (Third Party Resource Form);
 - e) Monitor KIDS account and discuss with the family Children's Service Worker when the amount needs to be reduced; and
 - f) Notify Family Support Division of child's placement.
6. Complete the case recording and documentation per policy.
7. Complete the ongoing activities as needed:

CS-65 (CSIPS Invoice), CS-67 (SEAS Request & Eligibility Form), CS-67A (SEAS Authorization Form), 13 and MO-8809/CS (HCY), SS-61 (Alternative Client Form), SS-63 (Protective Service Case Form), and SS-60's (Vendor License/Placement Resource Form) updated as needed. As record is set up or as moves occur, run new ZPLA screen and insert in front of record in place of CW-105.

Update the CS-16, (CPS-1A, if applicable_) CS-16a, CS16b and CS16c, (CS-16d, if applicable), CS16e and CS-1 Att "Independent Living Case Plan", and Health and Developmental Assessment form as needed or at time of each subsequent staffing. Give pertinent copies of information to appropriate team members.

Related Subject: Chapter 9, of this section, Permanent Outcomes for Children; Section 2.5.5.4 Assessment of Safety; and 2.5.5.5 Assessment of Risk.

7.4 Thirty-Day Family Support Team Meeting

7.4.1 Family Support Team Meeting Purpose

The Family Support Team meets within 30 days to solidify the plan and assess progress on resolving issues that led to placement which can then determine

whether the child can be returned home safely and/or what additional services are needed toward resolution of issues.

The family Children's Service Worker shall ensure that accommodations are made for any special needs of Family Support Team members (i.e., English as second language/sign language interpreters, accessibility for physical disability or handicap). As necessary, remind Team that meeting guidelines remain the same as previous meeting.

NOTE: When a non-custodial parent or relative has not been located, Family Support Team's can be used to identify a relative or a parent for possible resource placement and placing siblings together. Family Support Team's can be held at any stage of the case, so Diligent searches should be an ongoing process.

7.4.2 Meeting Agenda

1. At the beginning of each Family Support Team Meeting it is important for the Children's Division to state: All information provided in this meeting is confidential. Any one not agreeing to keep information disclosed confidential can be asked to leave the meeting for any portion in which he/she is not testifying.
2. Review what actions the team members have taken up to this point, assess evaluation and progress in treatment by family members and reassessment of family situation.
3. Determine if the child can go home and any specific services that are needed to reunify the family immediately. If reunification is immediate, develop an aftercare plan that includes specific tasks for family and treatment provider, time lines for expected completion, and review dates.
4. If return home is not yet possible, involve family in analyzing existing constraints and investigating alternative solutions. Empower parents as a necessary and valued part of the treatment team.
5. Make additions/corrections to treatment, family reunification and visitation plans to meet the needs of family members, again listing time lines and any specific tasks assigned that are necessary for reunification. This may include sending the child home when certain tasks are completed with only notification of completion to parties.
6. Determine if the current placement provider can continue to meet the child's needs or if additional services are needed to maintain the placement. Develop an alternate placement plan.
7. Complete the recommendation section of the CS-1:

- a. Request that all present indicate their agreement or disagreement and reasons for disagreement. All present shall sign this form.
- b. Written documentation of alternate/dissenting recommendations may be submitted by the team member for inclusion with the CS-1 and/or court reports.
- c. All recommendations will be submitted to the court for the court's ultimate decision.

7.5 Subsequent Team Meetings

Subsequent team meetings need to be scheduled for the purpose of reviewing progress, revising treatment plans, and recommending family reunification or other permanency plans (i.e., adoption, guardianship, independent living, etc.). The following guidelines are to be followed in scheduling meetings:

1. The Team should meet every 30 days until the adjudication hearing occurs. Following adjudication the Team should meet every 30 days unless the Team determines in writing the reasons for less frequent meetings. Upon the child(ren)'s return home, Team meetings should occur as frequently as the family and/or family Children's Service Worker determine appropriate to provide additional services to the family.
2. The entire Team SHALL be invited to meet within six (6) months of the first Family Support Team meeting and at six-month intervals thereafter to meet federal requirements for administrative reviews. (This is in place of PPT meeting.)
3. At a minimum, persons who shall be invited shall include the parent, child (as age dictates), family Children's Service Worker and supervisor, placement provider and treatment provider. Other team members will be notified and may attend at their discretion or as their expertise is needed. Minimum accepted participants are parent, placement provider, child (as age dictates), and family worker. If parents are not involved, another team member should attend. Team members unable to attend should be given opportunity for input, i.e., conference call, written report, etc.
4. The family worker is responsible for insuring the scheduling, notification, and documentation regarding Team meetings.
5. The family worker is responsible for preparing a summary of decisions of each meeting and sharing them with all Team members.

7.6 Court Hearing

TITLE: CHILD WELFARE MANUAL
SECTION 4: OUT-OF-HOME CARE
CHAPTER 7: BEGIN WORK WITH THE FAMILY/CHILD (REN)
EFFECTIVE DATE: August 28, 2004
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The Children's Service Worker will prepare a court study and prepare the parent/child/placement provider for court. He/she will attend the court hearing, testify, and present the agency's recommendations. Following the hearing the orders of the court will be implemented.

Related Subject: Chapter 2, of this section, Attachment A, The Juvenile Court and Other Legal Considerations.

MEMORANDA HISTORY: CS03-51; CD04-79